



STATE OF MONTANA DEPARTMENT OF REVENUE JOB PROFILE

Working Title

Electronic Services Unit Manager

Job Code Title

Program Manager II

Pay Band

7b

Job Code Number

111917

Information Technology and Processing Division

Processing and Retentions Operations Bureau
E-Services Unit

Fair Labor Standards Act

Non-Exempt

The Montana Department of Revenue administers more than 30 state taxes and fees; establishes values for taxable property, including agricultural land, residential real estate, commercial real estate, forest land, business equipment, railroads and public utilities; supervises the operation of the state liquor stores and agencies and administers the laws governing the sale, taxation, and licensing of alcoholic beverages; and returns unclaimed property to its rightful owners.

The Information Technology and Processing Division serves as the operational foundation for the department's business units. Through secure, up-to-date computing and processing environments the division's Information and Technology Services Bureau (IT) and Processing and Retention Operations Bureau (PRO) contribute to the department's overall efficiency in document and payment processing while ensuring confidentiality, integrity, and availability of taxpayer data, whether in paper or electronic form. In providing these services, the division enables the department to meet its business objectives and facilitates its mission to serve the citizens of Montana. The division also includes the Administrative Team. The Processing and Retention Operations Bureau ensures secure handling and delivery of taxpayer information, payments, and data to the appropriate systems and staff. The bureau is organized into four units providing tax return and payment processing including Account Maintenance and Cashiering, Data Capture, Electronic Services (E-Services), and Mailroom and Records Management. The E-Services Unit is responsible for ensuring accurate and secure processing of electronic records and payments.

Job Responsibilities

The E-Services Unit Manager is the primary department liaison and contact for e-services; oversees and monitors electronic processing functions to ensure accuracy, efficiency, and completeness; and directs and develops projects to improve, enhance, and expand electronic services based on new technology and external driving factors. This position is responsible for planning and implementation of unit projects and programs to meet the needs, goals, and objectives of the bureau, division, and department. The incumbent takes an active role in strategic planning, bureau and division representation, policy development, and legislative analysis and testimony. The position reports to the PRO Bureau Chief and supervises the unit staff.

- **Staff Leadership, Management, and Supervision 50%**

The incumbent is responsible for leading staff and managing the day-to-day activities of the unit. Responsibilities include monitoring the progress of work plans, goals, and objectives and aligning them with the department's goals and priorities. Supervision and development of staff is imperative to a manager's success.

Staff Leadership

1. Creates and maintains a high performance environment characterized by enthusiastic and positive leadership, direction, and a strong team orientation. Motivates employees to accomplish numerous division goals and objectives. Coordinates performance measures with staff. Encourages the development of new techniques or solutions to problems and assists with the resolution.
2. Readily adapts to changes in existing operations, programs, services, activities, and functions. Makes recommendations. Takes necessary action to implement or accommodate changes. Maintains a positive attitude in communication to staff even when difficult changes arise.
3. Maintains an atmosphere of safety within the unit. Ensures adequate training for all staff in proper lifting techniques, sensible ergonomic practices, and work-specific safety opportunities.
4. Makes and accepts responsibility for decisions necessary to carry out the unit's mission.
5. Accepts direction and feedback from supervisors and follows through appropriately.

Management

1. Conducts strategic planning in coordination with the bureau chief to develop and establish short and long-range plans. Participates in development of viable goals and objectives consistent with agency priorities.
2. Develops programs, policies, and procedures to assure the citizens of Montana that the department operates in accordance with the highest standard of integrity and ethics.
3. Evaluates state and national standards; new trends and technologies; unit needs; and other factors to integrate requirements and resources into program plans.
4. Establishes priorities, deadlines, and work plans for program activities. Evaluates workflow processes, efficiencies, and problems to identify the most effective use of staff and material resources to meet goals and objectives. Appropriately allocates resources to accomplish assigned work by coordinating with other work units and programs and adjusting subordinate assignments as needed. Considers pertinent factors such as available resources, staff ability, timelines, and work load. Identifies the need for additional staff or resources while maintaining fiscal responsibility.
5. Plans, schedules, and assigns special projects. Initiates adjustments to reflect changes in overall division and agency goals, operations, and relationships to departmental divisions.
6. Reviews and monitors progress through meetings and consultations. Conducts staff meetings, disseminates data, and promotes information exchange for support and advancement of department mission and goals. Uses input from the staff to guide program responsibilities.
7. Recommends program budgets for staff and equipment. Reviews allocations, project plans and objectives, and expenditures.
8. Identifies information needs and develops reports, information systems, spreadsheets, and other tracking methods to monitor program status, work progress, unit performance, and individual performance. Uses data to identify areas of concern, strengths, and weaknesses. Provides analysis and recommends solutions to department management to resolve problems. Oversees quality control of information and sources.
9. Prepares correspondence in response to requests or inquiries. Ensures that necessary reports, correspondence, documentation, administrative actions, files, and records are correctly prepared, completed, maintained, and processed in accordance with applicable guidelines and time frames. Ensures the unit follows department expectations regarding disclosure and employee confidentiality.

Supervision

1. Recruits and hires employees. Interviews applicants and makes appropriate selection recommendations according to applicable laws, rules, policies, procedures, and guidelines. Ensures proper training and orientation of new employees.
2. Establishes criteria for acceptable work behavior and performance. Promotes workplace efficiency and productivity by educating, mentoring, coaching, and correcting employee behavior. Encourages exceptional performance and improvement in areas of individual weakness. Develops and monitors corrective actions.
3. Appropriately reviews, recommends, and initiates personnel actions according to applicable policies, procedures, and guidelines. Carefully considers options available. Works with Human Resources to take appropriate disciplinary action as needed. Enforces disciplinary policies.
4. Recognizes and promptly resolves internal and external issues. Mediates personnel issues in a very timely manner.
5. Completes employee performance reviews. Defines goals and required results at the beginning of the performance review period. Communicates on a very regular basis with staff on progress toward those goals and results.
6. Determines the training needs of staff through analysis of program effectiveness, new technology and policies, and staff performance. Ensures consistency in the application of training opportunities for all staff. Develops and enhances on-the-job training opportunities to ensure staff is provided the needed training to fulfill their job duties including cross-training opportunities. Provides necessary information and tools to staff to complete any new tasks and duties
7. Communicates policy and procedures clearly and effectively in order to obtain desired results. Ensures staff adhere to rules, policies, procedures, and collective bargaining agreements.
8. Monitors and approves staff leave usage while ensuring adequate coverage is maintained.
9. Upholds and promotes the department's conviction to customer service throughout agency contacts as well as in communication with taxpayers. Staff is held accountable for providing the highest level of customer service to all those that they come into contact with.

• **Process/Project Management 20%**

1. Conducts unit planning in coordination with the other processing unit managers and the bureau chief to ensure day-to-day process plans incorporate bureau and division goals and objectives. Ensures that planned activities comply with department, state, and federal standards.
2. Directs the research, planning, design, testing, and implementation of new processing operations. Develops and coordinates proposals including costing and staffing options. Identifies project limitations, capabilities, and performance requirements.
3. Prepares project work plans to organize and direct project work teams and coordinate unit work. Sets and monitors the project schedule; plans for full implementation; monitors risks; deals with issues as they arise; and schedules, assigns, and evaluates unit team members' work.
4. Evaluates new legislation, policies, and rules. Identifies potential processing operations impact. Prepares fiscal notes as requested. Recommends implementation methods, procedures, and time frames. Analyzes business rules and practices for operations that may impact internal agency and external agency and public stakeholders.
5. Participates or leads special project teams as liaison and representative of PRO. Provides valuable input to ensure overall project success. Coordinates meetings with appropriate staff representation. Ensures project plans are clearly identified, tracked, and reported.
6. Ensures efficient workflow of processing bureau tasks. Coordinates workflow and tasks with other processing unit managers. Identifies process flow bottlenecks and recommends solutions. Manages peak season workloads.

- **Customer Service/Communication 10%**

1. Works directly with internal customers to ensure processing objectives meet expectations of other business units in conjunction with department goals and objectives.
2. Works directly with external customers to ensure exemplary service that meets department goals and objectives as well as the customer's expectation.
3. Communicates by phone; in writing utilizing department written communication guidelines; and in face-to-face meetings. Presents themselves in a professional and respectful manner.

- **E-Services Oversight 15%**

1. Assesses the impact of changes in technology, state and federal requirements, and bureau operations. Determines methods to increase efficiency and ensure continued compliance. Consults with customers about software application performance to provide the services needed.
2. Tests new or alternative processes such as system updates, federal system changes or updates, and tax form changes. Evaluates and reports on effectiveness. Develops and communicates department form specifications and business rules for development of e-filing applications and image captured data from tax forms for external software vendors and internal forms development staff.
3. Produces, proofs, and distributes electronic processing reports. Maintains and provides detailed unit processing reports as required for department management and legislative auditors.
4. Monitors and compiles data to develop management reports for measuring the success of e-services and marketing strategies. Identifies and implements additional electronic services and marketing strategies.
5. Oversees and coordinates e-services projects internal and external to the department. Works in an evolutionary and progressive computing environment. Ensures services are compliant and updated as necessary. Analyses project results to identify possible improvement to services.
6. Coordinates and communicates with external stakeholders to successfully implement electronic services. This includes but is not limited to tax software developers, tax accountants, IRS, and other state government agencies.

- **Other Duties as Assigned 5%**

1. Performs other duties as assigned by the bureau chief.

Job Requirements

To perform successfully as a unit manager, the incumbent must be self-motivated; possess a strong work ethic; maintain a positive attitude; and enjoy working with, and for, the public. Strong communication skills and the ability to communicate effectively and respectfully are required. The incumbent is required to analyze complex issues; identify others' underlying concerns and motives; deal with controversy and hostility in a professional and objective manner; establish effective relationships with others; and work effectively under pressure. Seasoned judgment in decision making is necessary since the work is performed with minimal guidance and within broad guidelines. It is essential that the incumbent has the ability to work independently but also as part of a team; maintain a high performance team; make sound decisions and be accountable for them; generate innovative ideas; and have personal initiative. The incumbent is expected to apply critical thinking skills; be a problem solver with the ability to identify and resolve tactical and strategic issues before they become problematic; resolve operational issues; elevate matters as necessary; recommend solutions; and effectively implement division changes and management directives. This position works with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job.

The position requires knowledge of the concepts and theories of revenue program administration; applicable federal and state regulations, statutes, and policies; the principles and practices of public information and education; and presentation methods and techniques. Knowledge of general management practices including strategic planning; principles and methods of work planning; performance management including setting goals, objectives, and measures; operational and program planning; quality assurance methods; organizational development; project management; governmental organizational structure, accounting, and budgeting; and legislative and administrative rule processes and guidelines is required. The work also requires knowledge of computers and database management including state and department information systems (GenTax, TAP, ORION, SABHRS); data collection, analysis, and reporting techniques; compliance requirements and practices; customer service standards; business communications; records management; state and federal funding requirements; agency policies, procedures, and guidelines; supervisory principles and practices; department and state personnel policies, procedures, and precedents; and employment law.

- The minimum level of education and job-related work experience needed as a new employee **on the first day** of work is a bachelor's degree in accounting, business administration, public administration, or closely related field and four years of job-related work experience including two years of supervisory and/or management experience..
 - Work experience should include advanced professional experience in managing electronic services projects.
 - Other combinations of education and experience will be evaluated on an individual basis.

Department Core Values

- **Respect:** As a representative of the people of Montana, proceeds with the highest level of respect for the dignity of every person contacted through work. Without exception, all people are treated as equally as possible. The employee is a faithful steward of the resources provided to this agency by the citizens of Montana.
- **Integrity:** Conducts work honestly and makes decisions that establish a clear record that the department serves the public with integrity. Apologizes for mistakes and gives credit to others for their cooperation, work, and ideas in achieving positive results. Accountable for their actions and holds others accountable for theirs. Decisions and judgments achieve equity and justice for all parties involved including citizens and co-workers.
- **Productivity:** Consistently strives to minimize the waste of the department's financial, facilities, and human resources. Diligently works to improve the productivity and effectiveness of the work unit. Welcomes and encourages new ideas on improving the results of the department from the public, other officials, colleagues, and supervisors. Approaches work in a manner that builds goodwill, trust, and cooperation internally with other staff and externally with the public.
- **Teamwork:** Maximizes cooperation and teamwork when working with other employees, divisions, and other state agencies. Willing to work with others for the opportunity to learn from their ideas, talents, and knowledge. Seeks to resolve conflicts with other employees and work units in an open and respectful manner that reinforces teamwork. Celebrates the successes of others.

Working Conditions

This position has considerable mental stress and pressure due to supervisory issues; workload; conflicting, multiple priorities; critical projects with hard deadlines; time constraints; significance of decisions made; the challenging nature of contacts with taxpayers, elected officials, etc.; and coordination of all functions of the unit. At times, the incumbent will deal with angry, hostile, and difficult individuals to resolve concerns or to bring about compliance with regulations. This may cause stressful work conditions and a high degree of mental stress. As a Department of Revenue employee, the incumbent may come into contact with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job. Work hours may exceed 40 hours per week from time to time. During peak processing seasons and leading up to and during legislative sessions work hours routinely

exceed 40 hours per week and may include working evenings and weekends. May involve minimal travel therefore a valid Montana driver's license is required. This position requires considerable computer and keyboard use. The incumbent may spend considerable time on the phone. Lifting is infrequent, less than 15 pounds and includes carrying light items such as papers and books. This job requires regular attendance as scheduled by the supervisor. This job cannot be performed at an alternate work site.

Special requirements

- Background Examination: Applicants for this position will be subject to a criminal background review before being considered for employment. Individual circumstances involving a criminal conviction will be reviewed to determine an applicant's eligibility for employment.
- Compliance with All Appropriate Montana Tax Laws: An employee's tax status must be current.

This job profile was produced by the Office of Human Resources in conjunction with the appropriate managers.

Division Administrator Review: The statements in this job profile are accurate and complete.

Signature: Margaret Kauska, Division Administrator Date: August 2010

Human Resource Director Review: The Office of Human Resources has reviewed this job profile.

Signature: JeanAnn Scheuer, Human Resources Director Date: August 2010

Employee: My signature below indicates I have read this job profile and discussed it with my supervisor.

Signature: _____ Date: _____

Name (print): _____